People Management
Level 4 – Managed
Internal Auditing Contributes to Management Development

Purpose — To integrate the development of the organization’s managers with the training and experiences of the IA activity and vice versa. The organization and the IA activity pursue a strategy to encourage people with a good understanding of governance, risk management, and controls to work and contribute throughout the organization.

Essential Activities
- Identify the specific processes or functions of the IA activity that generate knowledge, skills, or experiences that are valued by the organization.
- Develop mechanisms appropriate to the organization to expose candidates to these processes or functions.
- Identify candidates both within the IA activity and within the organization who would benefit from professional development and exposure to governance, risk management, and internal control concepts.
- Promote the IA activity as a means for managers to develop broad knowledge of governance, risk management, and control concepts as well as of the organization’s business processes.
- Market the IA activity as an ambassador promoting the importance of good governance, risk management, and control processes.

Outputs
- Completed “training” exposure to internal audit culture and knowledge by individual candidates.
- Managers working throughout the organization who understand governance, risk management, and control principles and processes.
- Internal auditors with improved understanding of business strategy and processes.

Outcomes
- Strengthened and harmonized organization-wide understanding of governance, risk management, and control principles and processes.
- The IA activity is seen as a resource for education, counsel, and recommendations for improvement.

Institutionalizing Practice Examples
- Senior management support for the IA activity directly contributing to management development.
- Rotation policy between the IA activity and the rest of the organization (e.g., management’s recruiting of internal audit staff for vacant management-level positions or recruiting management-level staff to spend specified periods in the IA activity before assignment to other positions).
- Organization-wide internal audit education program.
- Participation of management and operational staff in internal audit training opportunities.
- Participation of management and operational staff as audit team members.
- Control self-assessment.